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ABSTRACT

The materials and information presented in this guide are designed to facilitate replication of the Colorado Girls' and Women's Sports Commission design throughout the United States. Topics such as project organization, grant procurement, budget development, and media coordination are discussed, and information is provided to help coaches, physical educators, recreational personnel, athletic administrators, and sports information people promote and improve sports participation opportunities for girls and women. Personnel job descriptions, sample press releases, and guidelines for program evaluation are also included, as well as a bibliography. (DS)

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GUIDE TO IMPLEMENTING

A GIRLS' AND WOMEN'S SPORTS COMMISSION

The Colorado Girls' and Women's Sports Commission
A Project of the Colorado Commission on Women

Women's Educational Equity Act Program,
U.S. Department of Health, Education, and Welfare,
Department of Education

SP013750

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Distributed by Education Development Center, 55 Chapel Street, Newton, Massachusetts 02160.

Implementing the Colorado Girls' and Women's Sports Commission required a considerable and cohesive effort involving the time and efforts of many. The Colorado Commission on Women wishes to express thanks to the following who made this project a worthwhile endeavor:

Diane Wendt, Executive Director
Virginia Coyle, Project Director
Anne Handley, Project Coordinator
Judith Bird, Assistant Coordinator
The fifteen Regional Coordinators
Members of the Advisory Board

And the many other individuals and organizations throughout the country who offered information, assistance and their enthusiasm.

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INTRODUCTION

The Colorado Girls' and Women's Sports Commission, a project of the Colorado Commission on Women, was made possible by a Women's Educational Equity Act Program small grant award in July 1976. The materials and information presented in this Guide are designed to facilitate replication of the Sports Commission design throughout the United States. Everyone working to insure sex equality will find valuable insights on topics such as project organization, grant procurement, budget development and media coordination. Coaches, physical educators, recreational personnel, athletic administrators and sports information people will find a wealth of information geared to promote and improve sports participation opportunities for girls and women. The Guide is a summary of staff experiences in implementing the Colorado Girls' and Women's Sports Commission.

Those of us who have worked on or with the Colorado Girls' and Women's Sports Commission are hopeful that it is the first of many such commissions. Although this Guide may be used by different groups in each state, groups will be brought together in striving toward the goal of improved and increased sports opportunities for all females. It is our hope to see Girls' and Women's Sports Commissions throughout the country linked on the national level.

DEFINITION

Educational opportunities for skill development and successful movement experiences are necessary in order for female persons to achieve their true sports potential and realize their abilities within this area. Since sport has been regarded as a highly valuable educational experience for boys and men in this country, it becomes easily apparent that sport has the same values to offer girls and women. There is a need to provide girls and women with avenues for self-actualization and development of their inherent talents and abilities. Sport has successfully demonstrated itself as a medium for this process. Only by increasing and improving opportunities for girls and women in all educational areas can we ensure that full self-realization is attainable.

Traditionally, girls and women have not fully explored their sports potential because of a lack of philosophical, emotional and financial support, all of which have been readily available to boys and men. Educators and lay people continue to consider sports participation, particularly for girls and women, a low priority concern. Physical education and sports participation have long been considered a peripheral luxury, an added feature or benefit of existing educational programs. Thus efforts to improve opportunity and equity in this area similarly fail to get the attention they deserve. With the advent of Title IX, the area of girls' and women's sports has been in need of special focus, support and resources. If educational equity is to be successfully attained, planned programmatic approaches must be designed, developed and implemented to meet the specific needs of girls and women participating in sports today.

Nature and Purpose

A. The ----- Girls' and Women's Sports Commission should be designed to coordinate information and communication relative to sports programming for girls and women in the state. This Commission would facilitate educational opportunities for girls and women who are interested in exploring their sport potential.

Need

A. Existing sports programming for girls and women is minimal at best. Individuals who are working to improve and increase sports programming are working within specialized age and interest areas. The efforts of these individuals are aimed at promoting educational opportunities for the development of sport skills for girls and women, but are limited to the special interests of the age level or sport interest. A need exists to coordinate such efforts so that future sports programming will be more effectively designed to meet the needs of those who participate.

B. There is a need to communicate sport opportunities that exist for women throughout the state, because so many girls and women are uninformed of the different programs available to them. Although individuals can currently acquire sports programming information from specialized sport groups, there is no single referral source for an individual's sport needs. As a result, an individual may find it necessary to phone one to fifteen different groups in order to find the desired program.

C. There is a need to identify individuals who are successfully achieving good skill performances in sports development. It is important that role models can be identified in order that they serve to reinforce and support other girls and women in their effort to develop sport skills.

D. There is a need to educate state and national legislators about the needs of girls and women in sports opportunities so that future legislation can be designed to meet these needs.

E. There is a need to educate the general public about the need to promote and support sports opportunities for girls and women throughout the state as well as the nation. Without community support, women will never realize their potential in the area.

F. There is a special need to promote opportunities for minority and low income individuals through agencies such as the YWCA's, city parks and recreation departments, amateur athletic unions, and community organizations.

IMPACT

The ----- Girls' and Women's Sports Commission, with its established network of regions, ensures that a large and diverse group of girls and women in the state will benefit from its efforts. Potentially, this can affect all girls at the elementary and secondary levels through the public and private school systems as well as all women attending institutions of higher learning. In addition, any woman who is participating in continuing education programs, as well as those who are active in recreational pursuits, can benefit from the efforts of the Commission. Increased incidences of exposure to programming for girls and women can be obtained through agencies providing sports programming outside of the education systems.

Implementation of the program at the regional level will enable regional coordinators to facilitate impact on girls and women with diverse cultural backgrounds and special needs. For example, if a workshop is to be held in a mountain community special topics might be emphasized to meet the needs of these rural women. Sports and activities which are compatible with this unique environment can be promoted. With this regional approach, it is feasible to provide much needed special focuses and support ensuring the success of this project for girls and women, everywhere, throughout the state.

If the ----- Girls' and Women's Sports Commission model is implemented, there can be tremendous growth in the number of educational opportunities which are being made available for girls and women in sport skill development and participation. The impact of the Commission can effectively serve to actualize the attainment of equal opportunity for girls and women in an area that has long been grossly discriminating against girls and women. Full realization of such a goal would provide girls and women with equal opportunity to a viable medium for self-actualization and personal growth.

OBJECTIVES

Long Range:

1. To increase awareness and promote a positive concept of female sports participation.

2. To improve and increase sports education and participation opportunities for girls and women.

3. To motivate educators and citizens and provide a supportive environment for development of sports opportunities for girls and women.

Immediate Objectives/Tasks of this Project:

1. To establish a Central Commission office.

2. To approach various state organizations and agencies working within the area of sports programming and request representation necessary for a core commission group which will select regional coordinators. Contacts can be made with the Amateur Athletic Union, the state association for health, physical education and recreation, the state women's coaches association, the high school activities association, Young Women's Christian Association, and the Jewish Community Organization.

3. To meet with representatives of these organizations and agencies and provide orientation regarding the goals and objectives of the Commission.

4. To use this core of representatives from state organizations for identification of candidates to be appointed as regional coordinators.

5. To appoint regional coordinators who will consistently meet with individuals involved in girls' and women's sports programming on a local level and report to a central commission office.

6. To meet with regional coordinators to discuss objectives and goals of the Commission and to familiarize them with their tasks as regional coordinators:

   Tasks of regional coordinators

   a. To identify individuals working within girls' and women's sports programming on a local level.

   b. To meet with these individuals to discuss goals and objectives of the Commission.

   c. To communicate and coordinate efforts of these individuals on a local level.

   d. To effect long-range planning which will increase and improve sports programming for girls and women.

e. To serve as a liaison to the Commission.

f. To provide written reports of regional meetings to the Central Commission which will supply programming information to be shared with regional coordinators throughout the state.

g. To make recommendations to the Commission consisting of ideas or plans which might be implemented by the Commission in an effort to upgrade this area.

7. To print and provide a Commission newsletter from information compiled at the central office. Information regarding sports clinics, state championship events, unique programming, growth in programming, and sports participation opportunities for girls and women throughout the state will be included. This newsletter will be distributed to regional coordinators, regional personnel, media, organizations that deal with sports programming, state legislators, HEW, and interested agencies.

8. To coordinate a Central Listing Service of all girls' and women's sports programming which will:

   a) be available throughout the state.

   b) be maintained at the Central Commission Office in an effort to provide immediate updated information for direct calls to the Commission office.

9. To evaluate and report on the effectiveness and impact of the efforts of the Commission.

10. To solidify a structure which can be utilized in the future as an effective means of exchanging communication and information relative to sports programming for girls and women in the state.

TASKS TIME CHART

TASKS	MONTHS						
	-1	1	2	3	4	5	6
Advisory Board	(----)						
Hire Staff	(----)						
Orientation		(--)					
Central Listing Service		(-----	-----	-----	-----	-----	-----)
Regional Coordinator Identification		(-----	-----)				
Workshops				(----)			
Speakers' Bureau		(-----	-----	-----	-----	-----	-----)
Newsletters					(1---)	(2---)	(3---)
Media		(-----	-----	-----	-----	-----	-----)
Open Participation Event				(--	-----	-----)	

GRANT PROCUREMENT

As you know, you'll be competing with hundreds of other worthwhile, well-designed projects for a very limited amount of funds. You need to present your proposal as impressively as possible. Our Advice: CONSULT A PROFESSIONAL GRANT WRITER.

We do suggest that you prepare the grant in two forms: A long, fully detailed proposal and a two-page synopsis. The synopsis should be sent to funding sources as an introduction. The longer grant obviously will constitute your actual presentation.

FUNDING SOURCES

The funding for the Colorado Girls' and Women's Sports Commission came from the Women's Educational Equity Act Program (HEW). Their emphasis is on funding innovative programs which will effect change for women through their end products.

Unless priorities have changed by the time you're applying for grant money, you'll be disappointed to find that sport does not really come under any general funding heading. A program such as that described herein is apparently not considered educational nor a community service, though we believe it is both.

There are a number of ways to find out which foundations and/or organizations are giving grants and exactly what they are giving grants for. Here are a few sources you might contact:

* The Foundation Directory, available at the public library. This publication is often a few years old, but the criteria of most foundations does not change from year to year.

* Your state government. Ask for a list of all the foundations in the state as the Foundation Directory may not list them all. Some foundations restrict their grants to the state or to a metropolitan area and this may increase your chances somewhat.

* The State Municipal League. In Colorado, this organization has a computerized printout of foundations providing funds for various types of projects. Check to see if such a service is available in your state. (There is usually a fee for this service.)

* The Women's Studies Newsletter, Clearinghouse on Women's Studies, Project of the Feminist Press, Fall 1973 This issue covers a number of foundations giving money for women's projects. (If you cannot obtain a copy of this publication, the CGWSC will send you one.)

Your initial contact with each possible funding source should be by mail. Prepare a cover letter and enclose the two-page grant summary. In your cover letter give the foundation the option of funding all or part of the project. Offer to meet with them if you can. About two weeks after the letter goes out, follow up with a phone call.

As the CGWSC was ending its first grant period, we applied to a number of foundations for money to continue our services and to develop several new projects. Although the results were discouraging, it is important that no stone was left unturned.

BUDGET

Before you seriously start working with the outlined budget that follows, please read the full guide. In preparing this section we have had to make judgments on salaries (who is to get them and how to handle those who don't) and what responsibilities should be included. We have put in some frills like a clipping service. While we think that this would be a wonderful service to use we also suggest that it is an expendable item and should be the first to go if there is a budget cut.

Keep in mind that you can't ask for all the money in the world, but that you should project realistic budget expenditures. The budget must be commensurate with the end products and those outlined here do not justify a $60,000 grant. We suggest that you plan on between $15,000 and $20,000 for the first six months.

You've already read the Definition Section and the outlined tasks. We assume that by the time you are ready to work on the budget, you will have made your decisions on whether to take on all the tasks, delete some or add some of your own. The attached budget is based on the tasks outlined herein, so plan to adjust it to fit your needs.

Your budget should be divided into the following sections:

Operating Expenses
Salaries
Travel
Capital Equipment

Operating Expenses: With the exception of rent, these are fairly standard throughout the country. The costs stated result from the actual expenses of the CGWSC.

Salaries: We have based these on two non-paid Directors, a 3/4-time salaried Coordinator, a 1/2 time salaried Assistant Coordinator and honorary stipends for 15 Regional Coordinators (RCs). (See the Personnel Section for rationale.) Salaries differ greatly around the country so you may find that what we've budgeted here would be unacceptable in your area. Again, this is only a budget guide, so make whatever changes you need to make.

You will note that although we have decided not to pay the Directors, we have included what they would receive in consulting fees if they were to be paid.

Because the Coordinator and Assistant Coordinator (henceforth described as Staff) will be working less than 50% of a full year, most sponsors will not insist that they receive benefits. Of course there are pros and cons depending on exactly what the benefits are. The salaries stated in this budget do not make allowances for benefits. We suggest that the staff be responsible for purchasing whatever insurance, etc. that each may choose. If you want to include benefits, add or subtract 13% depending on what you want the gross to be. Note that the 13% (a rule of thumb percentage) will have to come from your budget, not from the sponsor's.

As the Personnel Section states, we do not feel that there will be enough money to provide the RCs with salaries and suggest that you pay their expenses and give them an honorary stipend of approximately $200 each. The CGWSC had 15 RCs and that is why we have used that figure in the budget.

Travel: Unless you have another guide, we propose the following for figuring travel expenses:

15¢ per mile
$2.50 for Breakfast
$3.50 for Lunch
$5.50 for Dinner
$15.00 for Lodging

In figuring this amount, budget for 1 staff person to visit each region, a meeting of all the RCs and staff and one trip for the Project Director to the funding source's offices.

Capital Equipment: If you can borrow the equipment that you need (desks, chairs, typewriter, file cabinet) from your sponsor, you won't need to budget any money for Capital Equipment. If you can't borrow or if you're planning to continue the GWSC past six months (and we assume that you are), you may want to purchase equipment. It is likely that the funding source will not be as sure of the future as you are and will require that you lease rather than buy equipment.

We have based this budget on buying the above necessary equipment because this is the most expensive alternative.

BUDGET GUIDE — SIX MONTH TOTALS

OPERATING EXPENSES

1.	Rent (If you have a sponsor, find out what the actual rent will be; if you don't, budget for the going commercial rate.) $200.00/month	$1,200.00
2.	Phone (This figure should cover the base monthly rate plus approximately $65 per month for long distance.) $85.00/month	$ 510.00
3.	Postage $55.00/month	$ 330.00
4.	Supplies $35.00/month	$ 210.00
5.	Printing (This figure includes the brochure as well as xeroxing and other printing costs. As the brochure will be a sizable expense you will have less than $100/month.) $100.00/month	$ 600.00
6.	Advertising (For staff positions) $50.00 total	$ 50.00
7.	Books and Periodicals $100.00 total	$ 100.00
8.	Special Event (See Open Participation Event Section.) $450.00 total	$ 450.00
9.	Clipping Service $20.00/month	$ 120.00
	OPERATING EXPENSES: TOTAL	$3,570.00

SALARIES

Executive Director $10/hour/5 hours per week	($1,300.00)
Project Director $10/hour/5 hours per week	($1,300.00)
Coordinator 30 hours per week/$875 per month	$5,250.00
Assistant Coordinator 20 hours per week/$450 per month	$2,700.00
Regional Coordinators 15 x $200 each total	$3,000.00
SALARIES: TOTAL	$10,950.00

TRAVEL	SIX MONTH TOTALS
Staff trip to regions (15 days/3,000 miles)	$ 840.00
Regional Coordinators Meeting (15 Regional Coordinators; lunch; dinner; and lodging; 3,000 miles)	$ 642.00
Project Director's trip to funding source	$ 600.00
TRAVEL: TOTAL	$2,082.00

CAPITAL EQUIPMENT (These are estimates; don't forget second-hand items.)

Two desks with chairs	$ 450.00
One IBM Selectric Typewriter	$ 666.00
One File Cabinet	$ 55.00
CAPITAL EQUIPMENT: TOTAL	$1,171.00
SIX MONTH TOTAL	$17,773.00

SPONSOR

You will definitely need a sponsor, since funding sources do not give grants to individuals. Organizations may be eager to sponsor a grant in order to promote worthwhile projects and achievements within the state and/or community. They will take pride in obtaining funds for project implementation and can derive valuable visibility as a result of their efforts. Although some sponsoring organizations may want to be involved in the actual grant proposal preparation, most organizations will rely on your expertise in this area and will not become directly involved.

If you do not have connections with a recognized organization, consider approaching an educational institution or a state agency. If you go to a state agency, be sure you are familiar with their regulations before you agree to let them act as sponsor. They may have to hire staff through the Civil Service System or have other regulations that may or may not be acceptable to you. Service organizations may not be acceptable as sponsors because they do not have the financial systems and safeguards that the funding source will require when the money is entrusted to you.

Be sure you know the rules and regulations of the potential sponsor before you have them submit a proposal for you.

We advise that you consult a professional grant writer when you prepare your proposal. This is a highly specialized and involved area of expertise. We do, however, suggest that the application be set up in such a way that you co-sign the application with the sponsor and that the responsibilities of each party are stated in broad terms.

Before the proposal is submitted, sit down with the sponsor and clearly define the responsibilities and expectations of each party. Put the results of this meeting in writing.

What are your expectations from the sponsor? Once the sponsoring organization has assured you of adequate financial services, the bills will probably go through the sponsor's accounting system. Be sure to establish who signs the bills initially.

Some other questions to ask yourself in determining what you want the relationship between you and your sponsor to be would include:

Do you want to use their resources? What are their resources and under what conditions can you use them? What does the sponsor want from you?

Consider your reactions to the following:

1. Complete control: In this situation, the sponsoring organization has complete and final control of all aspects of the grant. You are, in fact, employees of the sponsor.

2. Advisory control: Here, the sponsor acts in an advisory capacity only. The final decisions rest with the grant directors, in consultation with the sponsors.

3. Monthly reports on progress and plans: A must to maintain good relations with your sponsor. These should be thorough reports on what's happening and what's going to happen with your grant.

4. Visibility: A credit line in your printed materials from press releases to letterhead. (If this is agreed upon, be sure the sponsor understands that you will comply, but that the press will pick up only what it wants to and any omission of such a mention in an article must be accepted.)

Here are some things you may want to request from the sponsor:

1. Office space: How much and at what cost, if any?

2. Equipment: Desks, chairs, file cabinets, typewriter. What can they supply and what will you have to buy?

3. Telephone: Do you want to use theirs or have your own?

1. Secretarial help: Unless they have a part-time secretary who you could employ during additional hours, you can't expect to be provided with more than a few hours a week of secretarial help. If you'd like this service, ask and if it is agreed upon, fix the cost to you by the number of hours.

ABOVE ALL, DEFINE LINES OF RESPONSIBILITY AND COMMUNICATION WITH THE SPONSOR AND PROVIDE DOCUMENTATION FOR ALL PARTIES INVOLVED.

ADVISORY BOARD

We suggest that this group be limited to 10 members. Your selection of members should be representative of various ages, ethnicity and sport agencies. Special effort should be made to insure the inclusion of minorities. Some possible resource areas for selection of representatives include:

1. Your sponsor.
2. City Parks and Recreation Departments.
3. Educational institutions and/or systems.
4. Lawyers - preferably someone with experience in sport law and Title IX knowledge.
5. Media.
6. YWCA.
7. Various community organizations.
8. State High School Activities Association.

While you will obviously want individuals who have a positive image in their area of expertise, be sure that the people you choose understand what is expected of them and whether or not they can accommodate the time requirement involved. After talking with each candidate, write a letter defining your expectations. Keep in mind that it will be better to have someone who is active on your behalf than someone with a "name." If you want to include a "name" who will not be able to assist you beyond lending her/his name, add her/him in addition to the 9 or 10 key workers.

Plan to meet with this group on a regular basis. Once every two months is recommended. In the event that you want a great deal of input and direction from this group, you may decide to meet more often. In any event, be aware that volunteers have limited time available and will make some of the meetings while missing others.

The Advisory Board should work directly with the Executive Director and the Project Director on matters of policy. In addition, because of their expertise they should be able to suggest the most efficient methods of attaining the GWSC goals.

PERSONNEL

We have set this section up under the assumption that you will have two non-salaried Directors (an Executive Director and a Project Director) and two salaried staff persons (Coordinator and Assistant Coordinator). It will be possible to handle the outlined tasks by employing the Coordinator on a 3/4-time basis and the Assistant Coordinator on a 1/2-time basis. All four should receive expense money and if your budget permits, the Directors should receive consulting fees.

We have included job descriptions for the following positions: Executive Director, Project Director, Coordinator, and Assistant Coordinator. These are based on CGWSC personnel and the contents may need to be changed to fit your skills/requirements. (The Regional Coordinators are covered in entirety under another section.)

It would be ideal to combine the positions of the Executive Director and Coordinator, the Project Director and Assistant Coordinator, but it is quite possible that the people who design the program, write the proposal and get the funding will have full-time commitments elsewhere.

Most funding sources will require that you follow Affirmative Action policies. This will mean that you will have to publicize the salaried positions and interview all qualified applicants. This will be to your advantage as there are a great many highly skilled people looking for work.

If you are in a state system, the established Civil Service policies may provide the method for publicizing the openings. If this is the case, be sure that you fully understand the Civil Service procedures and that you have input throughout the selection process. The GWSC is a unique program and you will need qualified people to make it a success.

If you do not have this kind of system, you should run ads in the major state newspapers.

Those who put the program together (the Executive Director and the Project Director) should assess their areas of expertise and compare them to the ideal skills for running the project. This will give you an idea of what to look for in the Coordinator and the Assistant Coordinator positions. We've found that the following skills shared by the four principals have been very valuable.

Professional Experience in Athletics
Grant-procuring Ability
Public Relations *
Writing *
Public Speaking *
Political Know How
Media Production *
Administration *

* indicated skills vital in staff

As you approach the interviewing process, look for those individuals who have demonstrated abilities to initiate and run projects on their own. While you as the Directors will want to be on top of the project at all times, you will not want to have to cope with all the small details.

In screening applicants, look for commitment to equity in sports, interest in sports, and good public relations skills. Once you've made your appointments, provide the Coordinator and the Assistant Coordinator with detailed job descriptions. (See pages 21 and 22.)

JOB DESCRIPTION

Central Commission Coordinator, Girls' and Women's Sports Commission

Description

To coordinate implementation of the ----- Girls' and Women's Sports Commission. This commission has been established to coordinate information on sports programming; facilitate educational opportunities and identify individuals in sports development; educate the public for community support; promote state opportunities for minority and low income girls and women through existing agencies; establish and coordinate a network of regional women's sports representatives. The Central Commission Coordinator will direct and supervise the Central Commission office; will be responsible for coordinating efforts of 15 regional coordinators throughout the state; will generate press releases on sports information and promote good public relations regarding girls'and women's sports; will make speaking engagements relative to the support and development of girls' and women's sports; will travel within the state to meet with Regional Coordinators to monitor progress; and will provide impetus and positive direction for the growth and development of the ----- Girls' and Women's Sports Commission.

Required Skills

Demonstrated success with organizational and administrative skills; participation and experience in sports; writing skills; public speaking abilities; demonstrated interest in the support and advancement of girls and women in the area of sports; and ability to work well with people and coordinate efforts of groups as well as individuals.

Preferred Skills

Familiarity with agencies and organizations in the state that offer sports programming for girls and women.

Send letter of application with resume to:
(Include three current references.)

JOB DESCRIPTION

Assistant Coordinator ----- Girls' and Women's Sports Commission

Salary:
$450/month
20 hrs/week

Description

To assist in the implementation of the ----- Girls' and Women's Sports Commission whose initial start up phase has been funded by _____. This commission has been established to coordinate information on sports programming; facilitate educational opportunities and identify individuals in sports development; educate the public for community support; educate state and national legislators for design of future legislation; promote sports opportunities for minority and low income girls and women through existing agencies; establish and coordinate a network of regional women's sports representatives. The assistant coordinator will be responsible for all typing, mailings, minor bookkeeping, press releases, and coordination efforts. The position is primarily administrative and will include office management. Some participation in preparation of a sports calendar, GWSC newsletter and final report will be expected.

Required Skills

Secretarial, administrative and organizational skills, writing or editorial experience, coordination or information networking.

Desirable Background/Experience

Bookkeeping, public relations, graphics.
Familiarity with government projects or grants.
Knowledge about programming, issues and concerns relative to girls' and women's sports.
Demonstrates interest in developing and promoting opportunities for women and girls throughout the state.
Background and experience as a participant in sports.

Send letter of application with resume to:
(Include three current references.)

POSITION GUIDE

Executive Director ----- Girls' and Women's Sports Commission

The Executive Director will have a primary role in staff and project orientation with special input on the design and conduct of workshops given by the GWSC.

TASKS

With the Project Director will appoint an Advisory Board and with them establish GWSC policy and objectives.

Will serve as a resource person and consultant regarding the continued development and success of the GWSC projects.

Will meet weekly with and oversee the work of the Coordinator.

Will promote sports opportunities for girls and women and the goals of the GWSC through speaking engagements, workshops and media appearances set up by the GWSC staff.

Will work to generate the interest and support of individuals who can help the GWSC by sharing energy and expertise in promoting equal opportunity for girls and women in sports.

Will encourage professional organizations and agencies to share information and resources which will help to improve female sports programming.

MINIMUM QUALIFICATIONS

MA in Physical Education with five years experience in teaching and/or administration. Demonstrated concern with and involvement in increasing the quality and quantity of sports opportunities for females.

REQUIRED SKILLS, KNOWLEDGE

Knowledge of professional sports organizations on the state and national levels.

Public speaking experience.

Strong knowledge of issues and trends surrounding female sports today.

TIME COMMITMENT: 5 hours per week; 6 months.

POSITION GUIDE

Project Director ----- Girls' and Women's Sports Commission

The Project Director will have a primary role in project development and funding.

TASKS

Will serve as liaison between GWSC staff, funding organization(s) and sponsoring organization.

Will, in cooperation with the Executive Director, appoint a Board of Directors and work with them to develop policy.

Will supervise Coordinator and have full input concerning all projects of the GWSC.

Will develop working relationships with national organizations to support GWSC goals and objectives, share resources and disseminate materials.

Will explore possible funding sources for acquiring continued financial support of the GWSC.

Will promote the GWSC through speaking engagements.

MINIMUM REQUIREMENTS

MA in Women's Studies and 2 years experience in evaluation, information transfer and R&D management concerning the role of women. Demonstrated concern with and involvement in improving sports opportunities for females.

REQUIRED SKILLS, KNOWLEDGE

Grant-procuring ability.

Knowledge of means of increasing women's role in society.

Public speaking experience.

Leadership abilities.

TIME COMMITMENT: 5 hours per week; 6 months

POSITION GUIDE

Coordinator ----- Girls' and Women's Sports Commission

Salary:
$875/month
30 hours/week

The Coordinator will be responsible for:

1. The design, development, promotion, distribution, and evaluation of all the projects and services of the GWSC. These include, but are not limited to: the GWSC Central Listing Service, workshops, exhibits, brochures, newsletters, open participation events.
   Since she/he will be meeting with the GWSC Executive Director and the GWSC Project Director on a weekly basis, each stage of these projects and services must be presented and approved by them.

2. Hiring and supervising 15 regional coordinators around the state.

3. Supervising the day-to-day activities of the Assistant Coordinator.

4. General office procedures.

5. Complying with state regulations. In this regard, she/he will have to keep up-to-date budgetary records, pay bills and the like.

6. Writing a monthly report on the progress of the GWSC and its future plans for distribution to the GWSC Directors, the members of the Board of Directors and the Regional Coordinators.

7. Organizing and conducting three regional coordinators' meetings in different parts of the state.

8. Maintaining media relations.

9. Traveling to each of the 15 regions at least three times during the year.

The Coordinator will report directly to and be responsible to the GWSC Executive Director and GWSC Project Director.

She/he will be expected to develop new ideas in regard to reaching the ultimate goal of sports equity and will be expected to help in the search for ongoing funds.

This job demands self-motivation and creativity. It will not always fit into a M-F 9-5 regimentation and all applicants should be aware of this.

MINIMUM REQUIREMENTS

B.A. in Mass Communication, English or Physical Education or equivalent related experience.

POSITION GUIDE

Assistant Coordinator ----- Girls' and Women's Sports Commission

Salary:
$450/month
20 hours/week

The Assistant Coordinator will be responsible for such tasks in designing, developing, promoting, distributing and evaluating the products and services of the GWSC as the Coordinator may assign. She/he must be able to carry out these tasks with creativity and minimum supervision.

TASKS

Designs, prepares and presents workshops.

Writes press releases and articles.

Does layout and design of GWSC publications.

Prepares visual aids for publication and distribution.

Assists, advises, and consults with local, regional and statewide groups.

Acts as liaison to legislature.

Contacts information sources by phone or mail.

Types.

MINIMUM REQUIREMENTS

B.A. in English or Mass Communications or equivalent related experience.

REQUIRED SKILLS, KNOWLEDGE

Demonstrated involvement in increasing sports opportunities for girls and women.

Public speaking and writing skills.

Layout and design skills.

OPERATING PROCEDURES - WHERE TO START

Month One begins when the staff has been hired and they are actually ready to begin operation.

As you saw from the Tasks Time Chart, we've given you (the staff) about two weeks to get oriented. Six months is really a very short time, so you don't have a moment to lose. There are a number of things that you should be doing right away:

* Meet with your sponsor to discuss the finer details of office procedure.
* Make a point of meeting all those within your structure.
* Get your introductory material off to the Media (see Media Section).
* Begin to contact resource people (see Central Listing Service Section).
* Order whatever equipment and books/periodicals you need.
* Determine GWSC policy for handling information and finances (see below).

Finances:

Although your sponsor will be ultimately responsible for your finances, you will have to be continuously on top of all budget expenditures.

We've suggested that you pay the expenses of the Regional Coordinators as well as those of the Directors and staff. You will have to have some rules in order to insure consistency in this area.

Supplies: You should plan to supply the RCs with letterhead and envelopes (see Printed Material Section). The RCs must understand the limits of the budget. Remember that you want to pay for their expenses, and don't want to outfit their desks for the next three years. If you can get supplies more cheaply than the RCs, we suggest that the RCs send requests for needs and that you fill the requests. If the RCs can purchase at the same commercial rate as you do, send them a list of exactly what you feel they need to have with a ceiling amount. In order for the RCs to be reimbursed, they must send you the receipts for any purchases. If they have gone over their limit or have purchased something outlandish, don't be intimidated. Simply refuse to pay for it.

For the office you will need the basics -- paper, files, stapler, pens, etc. Until you have some idea as to how your expenses are running, keep these purchases to a minimum. Bring in your stapler from home if you have one.

Certainly keep the receipts and/or bills for everything you buy. Set up files for operating expenses, travel, capital equipment and use them. The world is full of auditors.

Phone: You may want to use the phones of your sponsor or you may want to have your own. This will have to be agreed upon with the sponsor, but first check out the costs of both alternatives. It may be easier to have your own number. If this is the case, make arrangements with your sponsor to answer it if you happen to be away from your desk. We assume you will reciprocate.

The RCs present somewhat of a problem here. You could of course have them charge their GWSC related calls to your number but this involves getting hold of the operator and is therefore the more expensive route. Instead, have the RCs direct dial their calls and send you a copy of their phone bills at the end of the month with the GWSC calls marked. Further, they should explains the purpose of each call - who was the call made, why and what the results were. Remind them that evening rates are cheaper.

Travel: Get some travel forms and provide them to all concerned. Any major trips (those involving overnight stays in hotels or meals) should be cleared with you in advance. It will often be possible for those traveling to stay with friends. Urge individuals to take advantage of this option whenever possible.

Office Systems:

Suggested systems for each task are described under the appropriate heading but here are general systems you'll need.

1. Begin a phone log -- note the date, caller, reason for call and result.

2. Set up files for correspondence, Advisory Board, etc..

3. Begin a mailing list divided by headings such as the following:
   Political
   Media
   Parks and Recreation Departments
   Special Interest sports groups
   Advisory Board and Sponsor

Now to the various tasks and projects:

MEDIA

RULE #1 Information to the media should always be sent in the form of a press release. Never write a rambling letter and hope that it will be put into useable form at the newspaper or station - it won't be. These releases should be double spaced and run one, possibly, two pages. Feel free to include additional materials (a cover letter, your brochure), but be sure they are additional.

RULE #2 The press is far more interested in specific happenings that will involve participation by their readers/listeners than in general announcements of appointments and the like. This does not mean that you should not send out the latter, just that you should not expect the same amount of coverage that you would get for an event.

RULE #3 Be a professional. Have all your material together when you approach the press and don't forget to write thank you letters for special interviews etc.

One of your first steps in setting up the GWSC should be to contact the press by letter to let them know you exist. Included at the end of this section are a sample letter, press release, and 30-second spot, for your first communique to the press. Use this combination whenever possible.

It should be easy to get a press mailing list from other agencies. Try your sponsor or a state agency. In any state, this list should run several pages. If it doesn't, you have probably gotten only a partial listing. If such a list is not readily available, the public library will have all the information you need.

There will probably be two problems with whatever list you get: first, all the entries will be addressed to the Editor (newspapers) or the News Director (stations); second, AM and FM radio stations owned and operated by the same company will be listed separately (i.e. KXXX-AM, KXXX-FM).

PERSONAL CONTACTS WITHIN THE PRESS ARE VERY IMPORTANT. After your first mailing, you should establish contact with one or two individuals at each newspaper and station. This will make your job and theirs easier in the future.

Do not waste your money by sending two copies of your information to the same place. Go through your list and condense it wherever possible.

Before you do anything, here are a few words on the media.

NEWSPAPERS

You will be dealing with the Sports Editor most often, occasionally with the Feature Editor. Pay close attention to their requests for the form and content of press releases. The chances that they will print your release are greater if it doesn't have to be rewritten.

A general announcement of an event should be sent to the newspapers two to three weeks in advance. If you are sending a release that asks the public to respond (to sign up for your open participation event, for instance), it should be sent a month in advance noting a closing date for responses. A cover letter should be included if you want the paper to cover the event. It is wise to present this request in the form of an invitation.

If you will be sending photographs with your releases, they should be 8 x 10 inch glossy black and white pictures. Of course, they must be clean, clear shots. You should clear this with those appearing in the picture, though we doubt that anyone would not like to see herself in the paper. Also note that some papers will not print photographs that were not taken by their staff. We don't know quite why they have established this policy, but we have known them to get around it by attributing non-staff shots to a staff member. While this may make you somewhat angry, keep your overall objectives in mind.

At various points during your grant you will be doing interviews with the newspapers. It won't hurt to present your interviewer with as much written material as you have on hand. Keep in mind that the interviewer is going to write what she/he feels to be important or interesting. You may disagree with the decisions when the article comes out, but unless there is something totally, seriously wrong, forget it. For your own sake, make sure that your sponsor knows that while you will always tell the press about them, that the press may not choose to include the point in an article.

Always ask for clippings of any articles printed. You may not get very many returned but it is worth asking for them.

Consider a clipping service. You'll have to check with the clipping services in your area for rates, but they usually charge a flat rate per month and then so much per article clipped. This is definitely a frill for a small budget, but it would insure you of knowing of every article printed in the state on the GWSC. While it would also be nice to ask for every article relative to female sports, we believe you will find the cost prohibitively high. Have the RCs clip what they can.

RADIO

Here you will be dealing with the Sports Director and the Public Affairs Director. (If the station is small, it may have neither one as such, so get to know the News Director and the Program Director.) The Sports Director will only want to receive information on specific events or athletes while the Public Affairs Director (PAD) will want to hear about those as well as the program as a whole. As a rule of thumb, the PAD will be more likely to channel information to the Sports Director than vice versa. If you're dealing with a small station, be prepared to tape an interview on the spot.

PSA's (Public Service Announcements)

Each station has to promise to devote a certain amount of free time to non-profit organizations in the public interest when they file for their

FCC license renewal. While the station has a very serious general obligation, it has no obligation to any particular group. Further, the results of the station's survey concerning major concerns of its audience and the station's promise to address these concerns in its programming are included in the station's FCC application. You can bet that sports will not be on this list. All of this should tell you that you will be competing for a limited amount of time with other equally valid groups. For this reason, we stress that you should get to know the PAD personally and should be as professional as possible.

PSAs run in lengths of 10, 20, 30 and 60 seconds with the last two being the most common. After you've written the spot, time it with a second hand being sure to read at a conversational speed.

Because of the time limitations, your copy will have to be concise. Use the following format for radio PSAs:

Length of spot
Last day to be aired (LTC)

Name of organization
Address, phone, contact person

AUDIO

TYPE COPY ON THIS HALF OF THE PAGE, DOUBLE SPACED AND IN CAPS. INCLUDE AT LEAST A PHONE NUMBER WHERE THE LISTENER CAN GET MORE INFORMATION. IN CASE YOU'RE WONDERING, LTC STANDS FOR "LAST TELECAST."

Some stations will have an announcer or DJ read the spot while others will want someone from your organization to come down to record the spot. Don't lose sight of your objective - send someone who can read the spot clearly, without stumbling in the allotted amount of time. It may take a couple of attempts before you get a good recording. The station staff will expect this, but if you run to 4 or more tries, you are wasting their time. Don't hope to avoid going to the station by recording the spot on a home taperecorder. This will be unacceptable. When recording, it may help to pretend that you're speaking to a friend rather than a microphone. Remember to smile when you talk and your voice will sound alive. Don't swallow the microphone - sit back about a foot.

Don't hesitate to ask the PAD to let you know how many times the spot runs. Say you'll be glad to accept estimates. The station may not be able to provide you with this information, but ask anyway. Also keep in mind that somewhere in the station there is a person who schedules the spots and usually, that person has listened to them. It is reasonable to assume that if that person likes your spot it will run more often and at better times.

Also, understand that the station makes its money from advertising and that PSAs fit in around that advertising. Don't be offended if you hear your spot at 2 a.m. rather than in the evening news. A spot at 2 a.m. is, after all, better than no spot.

TALK SHOWS

Most radio stations have at least one talk show and the host is always looking for new and interesting guests. Once you've identified the talk shows, write to the hosts explaining your project and emphasizing those things you think would make an interesting interview. Don't hope to be on any one show more than once a year just to talk about the program as a whole. You may get addtional opportunities if you have special events or issues to discuss.

Once you set up an interview (which may be months away depending on the scheduling process) be sure to ask the host how many people she/he wants to be on the show. If the show is short (15 minutes) the answer will probably be one, if it's longer more. If the host says she/he would like only one guest (you) for a 30-minute show and you are uncomfortable about talking for that long, say you'd like to bring X because she has some valuable things to add.

Some points for talk show appearances:

* Contact the host about 1 week in advance to confirm the interview and to discuss what you're going to talk about.

* If more than one person from your organization is going, divide certain topics among them.

* Prepare a list of questions the host might ask you. She/he might not use them, but it sure beats dead silence or going off on some track that does not really pertain to your program. Whether the questions are used or not, the host will appreciate your professionalism.

* Bring a typed sheet with the names and titles of those being interviewed as well as the correct name, address and phone for your organization.

* Never, but NEVER, answer questions with a simple "yes" or "no." Interviewers have nightmares about such guests.

* If you think it will be of some great benefit to have a tape of the interview, request one.

PHONE INTERVIEWS

It is likely that at some point someone will call you and ask you to do a short (2-5 minute) interview over the phone. This person will have to have your permission before she/he starts the tape running, so feel free to set any ground rules you want. If there is something you do or don't want to talk about, say so.

TELEVISION

Everything we've said about radio applies to televison - with some additional points.

PSAs

Television is a visual media. Along with the copy, there must be something to look at. Also, TV has a larger audience so TV time is more valuable. Everything is timed to the second far in advance. As more and more groups have learned to take advantage of PSAs, the requirements have gotten stricter. Some stations will do what are known as 'talking head' spots - a person sitting before the camera. Others will require visuals - slides or film. Here, slides will probably be your only option. They must be good clean shots - 35 mm. You should figure on one for every 7-10 seconds of copy. A good way to end the spot is with a slide of your logo with GWSC, address and phone. Most TV stations will be glad to make such a slide for you if you can provide the artwork of the logo. Ask if you can have a copy of the slide if they agree to make it. You can use it in future spots.

'Taking head' spots will be put on videotape; spots that include slides with voice-over can either be run as such or put on videotape. If the spot is 30 seconds or longer and there is enough time, the station will probably put it on videotape. Provided you have gotten the spot made and it is on videotape, ask if the station will make dubs (copies) for the other stations in town or around the state. If the answer is yes, ask what you should do in this regard. Usually it will be your responsibility to call the PADs at the other station to tell them that you've cut a spot at station X and ask them to send a tape over for a dub. This is a common practice as it saves production time for everyone.

When you submit a TV spot with slides, it should be presented as follows:

Length of spot
LTC

Name of Organization
Address, phone, contact

VIDEO	AUDIO
Slide #1 (describe)	COPY DOUBLE SPACED AND ALL IN CAPS
Slide #2 (describe and put next to copy)	

For a PSA contact the station as far in advance as possible. Several months is not too far; one month is pushing your luck. They need time to schedule, produce and run the spot.

TALK SHOWS

These are no different than radio talk shows except that there are fewer of them. Be prepared to either be given a date months off or not at all. Don't be discouraged if you're turned down; try again in a couple of months.

Finally, as soon as you've found your Regional Coordinator for each region, let that person deal with the media. You will probably want to write the major press releases and may choose to send them out from the central office, but let the RC handle the interviews.

Dear Editor (News Director):

I'd like to introduce you to the ----- Girls' and Women's Sports Commission, a newly established organization designed to improve and expand sports opportunities for all females in the state. The GWSC is funded through a grant to_____from_____.

Through a network of Regional Coordinators, the GWSC will provide a central point for resource information on sports opportunities and related issues, will work to coordinate efforts and activities to encourage greater female participation and will work on the specific concerns of local residents. As time goes by, we will be presenting workshops and speakers and publishing a monthly newsletter.

I've enclosed a brief press release concerning the establishment of the GWSC,which I hope you'll be able to use.

I've also enclosed a brief form, designed to enable us to present you with the type of information you're looking for in the format most convenient to you. I hope you'll be able to answer it and return to me.

Sincerely,

Newspaper Questionnaire:

Name and address of newspaper

Published Daily_____ Weekly_____ Monthly_____

Do you wish to continue to receive information on the GWSC? Yes___ No___

Name of Editor

Name of Sports Editor

Name of Feature Editor

Requirements for submitting information

Radio and TV Questionnaire

Station call letters and address

Name of Sports Director

Name of Public Affairs Director

Do you wish to continue to receive information on the GWSC? Yes___ No___

PSA requirements and amount of advance time necessary

Name of all talk shows with name of host, length of show, taping day, day and time aired

SAMPLE PRESS RELEASE

GRANT AWARDED TO ESTABLISH THE ----- GIRLS' AND WOMEN'S SPORTS COMMISSION

The (funding source) has awarded a $XX,XXX grant to (Sponsor) to establish ----- Girls' and Women's Sports Commission. The GWSC is designed to facilitate communication among all sectors of the population in order to improve and expand sports participation opportunities for all females in the state. Based on the premise that lasting change occurs on the local level, the GWSC is establishing a network of Regional Coordinators to serve as resources for sports participation opportunities and to promote better opportunity through coordinated community action.

In addition, the GWSC will provide workshops and speakers on sports and related issues, will publish a monthly newsletter and will sponsor events. The GWSC can help you find the sports activity you want at the level you require, can put you in touch with key resources around the state and will work to promote better educational opportunities and exposure for female athletes.

For further information on how you can become involved in the GWSC call XXX-XXXX or write: (address)

30-Second Radio Spot

GWSC
Address
Phone
Contact: Jane Doe

THE ---- GIRLS' AND WOMEN'S SPORTS COMMISSION IS A NEWLY FOUNDED ORGANIZATION DESIGNED TO IMPROVE AND EXPAND SPORTS OPPORTUNITIES FOR ALL FEMALES. THROUGH A NETWORK OF REGIONAL COORDINATORS, THE COMMISSION WILL BE ABLE TO PROVIDE YOU WITH THE SPORTS INFORMATION YOU NEED AND WILL WORK WITH YOU ON ISSUES RELATED TO YOUR AREA. THE COMMISSION WILL ALSO PROVIDE WORKSHOPS, SPEAKERS, EXHIBITS, A MONTHLY NEWSLETTER AND WILL SPONSOR EVENTS. FOR MORE INFORMATION ON HOW YOU CAN BECOME INVOLVED IN THE ---- GIRLS' AND WOMEN'S SPORTS COMMISSION CALL XXX-XXXX. OR WRITE (ADDRESS).

PRINTED MATERIALS

LETTERHEAD AND ENVELOPES

We admit that it is nice to have professionally printed letterhead and envelopes, but it is also somewhat expensive. Will you honestly be using enough to justify this expense? Could you honestly find room in the budget for it in any case?

Until you have the artwork from your brochure, either borrow letterhead and envelopes from your sponsor or use blank sheets with the information typed at the top. You can type this once for the letterhead and xerox or have a copying service run it off for you.

Once you have the artwork, use the reduction apparatus on the xerox machine and your imagination to devise a letterhead. Have a couple of hundred run off. Have a rubber stamp made for the envelopes.

LOGO

The Colorado Girls' and Women's Sports Commission would be glad to have you use its logo (see following brochure) under the condition that you use the words "Girls' and Women's Sports Commission" as part of your organization's official name. Copies of the logo in the form necessary for your printing needs are available from the CGWSC on a loan basis.

If you decide to develop your own logo, we suggest that you come up with the design yourselves and have a professional draw it up for you. If you go to a professional art shop/agency and have them do both, it could cost you up to $200.00. You may have someone on your staff who could do the drawing for you or you may be able to find a freelance artist who would be willing to do it for a small fee.

FLYER AND BROCHURE

You will want to print a formal brochure, but while you are working on it you should consider putting out a flyer on your organization.

FLYER: A general flyer should be used until you have your brochure. It should be limited to one page (letter or legal size) and should include the following information:

* Your organization's name, address, phone and hours.
* Identification of sponsor and funding organization.
* Staff names and titles.
* A brief (one paragraph) statement of the GWSC goals.
* An outline of how you intend to meet these goals.
* A statement asking for input from those reading the flyer. This should ask for specific as well as general information. You may want to include a form the reader can use to send you information.

Get these out to as many groups and individuals as you can, but don't expect a tremendous response. You'll have more readers than responders at this point, but this will help you begin to build up visibility.

BROCHURE: We had 5,000 brochures printed at a cost to us of under $200.00. This covered layout, type-setting and printing. Please keep in mind that we were operating under a state system and consequently, our costs were less than they would have been had we had the brochure printed commercially.

There are thousands of brochures printed every year, and unfortunately, a great many of them are excellent examples of how not to write a brochure. Collect a number of brochures and critically review them. Note their good and bad points. Remember that the objectives of a brochure are to get someone to pick it up, read it and react positively to what is written.

Your brochure should be as professional as possible. Remember that it speaks for you. Make it both attractive and concise. A printer and/or artist will help you, but keep the following points in mind:

COPY

* Avoid wordy, reiterating paragraphs or you will lose your reader, not reinforce your message.

* Outline the information using bullets (dots) and boldface type for emphasis.

* Sectionalize the information by panel, bearing in mind how the reader will open the brochure.

* Tell the reader what you can do for her/him specifically and how the reader can become involved.

* Never leave large, blank spaces.

* Consider using one panel as a mailer. This will depend on how much you have to say in how many panels. We believe it is advantageous to use the mailer for reader response, as most brochures will probably be handed out. It can also be used for addressing the brochure to readers. Again, if the brochure is short (4 panels), a full panel for the address appears to be a waste of space.

* Have someone who is not involved in the GWSC proofread the brochure, both for content and for mistakes. By the time you've written and rewritten the brochure, you will be so familiar with the material that it is quite possible you will have left out a key point.

GRAPHICS

* Avoid amateur, hand-drawn graphics - they look exactly like what they are - amateur - and they reflect negatively on your professionalism. Better to have no graphics than poor ones.

* Photos are very effective and also expensive. If you use them, be sure to have clearances from those photographed.

* If you are on a limited budget, consider the techniques used for the CGWSC brochure below. We used the logo on the outside and again, lightly reproduced under the inside copy with a border to balance the graphics. Borders and bullets are not expensive and can be very effective provided they are not overdone.

The CGWSC brochure is shown below. While we don't claim that it is letter perfect, we have been very pleased with it. If you use the GWSC title, you may feel free to pick up whatever parts of it you wish for your own brochure.

The CGWSC used 8 1/2 x 14 inch paper, printed two brochures on each sheet. You may want to use this method for a 4-panel brochure or 8 1/2 x 11 inch paper for a 6 panel brochure.

COLORADO GIRLS' AND WOMEN'S SPORTS COMMISSION BROCHURE

COLORADO GIRLS' AND WOMEN'S SPORTS COMMISSION

State Services Building
1525 Sherman St., Rm. 600C
Denver, Colorado 80203
Phone: (303) 892-3679

Anne Handley, Coordinator Judith Bird, Assistant Coordinator Virginia Coyle, Project Director Diane Wendt, Executive Director

- THE COLORADO GIRLS' AND WOMEN'S SPORTS COMMISSION (CGWSC) BELONGS TO ALL OF US whether preschooler or senior citizen, rural or urban, amateur or professional, recreational or competitive athlete.
- THE CGWSC WAS FOUNDED ON THE BELIEF THAT PARTICIPATION IN SOME FORM OF SPORTS IS NECESSARY FOR ALL AGE GROUPS IN ORDER TO DEVELOP AND MAINTAIN GOOD PHYSICAL AND MENTAL CONDITION. Traditionally, females have found psychological, financial and scheduling obstacles that discourage them from realizing their full sports potential. The purpose of the CGWSC is to improve channels of communication among all sectors of the population to expand opportunities and to promote and encourage participation in sports for all Colorado girls and women.
- BASED ON THE PREMISE THAT LASTING CHANGE OCCURS ON THE COMMUNITY LEVEL . . . the CGWSC has developed a network of 15 regional coordinators to work locally. Their goals will be to start a communications system to assess the current sports climate and to promote better opportunity through coordinated community action.
- WORKING TOGETHER, WE CAN IMPROVE THE SPORTS SITUATION FOR GIRLS AND WOMEN IN COLORADO.

WE CAN HELP YOU . . .

- By finding the sports activity you want, at the level you require, through our Central Listing Service.
- By providing you with regional coordinators who will work with you on local sports concerns.
- By publishing a newsletter to highlight positive action on all levels, supply information and define problems in girls' and women's sports.
- By identifying Colorado women who excel in sports; thereby reinforcing those women and providing role models for other athletes.
- By referring you to sports resource people throughout the state.
- By promoting better educational opportunities and exposure for female athletes.
- By focusing on the special needs of groups such as the handicapped, minorities and senior citizens.
- By sponsoring special events to spotlight girls' and women's participation in sports.

If the COLORADO GIRLS' AND WOMEN'S SPORTS COMMISSION is to be successful, we need the help of people throughout the state. If you feel that you can help us, or if you would like further information, please fill in the following and send it to us.

NAME: _____

ADDRESS: _____

CITY: _____

PHONE: _____

I CAN:

- ☐ Supply local sports information
- ☐ Do public relations work
- ☐ Do clerical or telephone work
- ☐ Other: _____

I WOULD LIKE:

- ☐ To share my expertise in _____
- ☐ To be included in the Speakers Bureau (subject): _____
- ☐ To be contacted by my regional coordinator.

REGIONAL COORDINATORS

The Regional Coordinators (RCs) should be hired by the Coordinator and Assistant Coordinator. These people will be the key to the success of the GWSC, so choose them with care. We have allowed two months for the selection of the RCs, but it will obviously be to your advantage to have them working as soon as possible. Some areas will be harder to cover than others, so appoint RCs in those regions where you can, and devote your attention to the others. It will be better to delay making an appointment beyond the time limit than to select just anyone who says "yes" (and there will be times that you'll be praying for just one person, any person, to say "yes").

Before you hire the RCs, you must define your regions. Check with the Governor's Office to see if there are pre-defined regions, dictated by state agencies. This should be done before you submit your grant proposal so that you will know how many RCs you will need. If there is not a set division or if the established one does not seem to fit your needs, you will have to devise your own. Try to divide the state so that there is at least one good-sized city and one college or university in each region.

Next, you will have to decide how to handle the finances for the RCs. You certainly will not be able to pay them any great salary, so we suggest that you pay their expenses (see Budget section) and give them an honorary stipend at the end of the 6 months. The honorary stipend should be agreed upon with each RC as you make each appointment. The amount may vary if some of your regions are larger than others, but approximately $200 each should be considered fair.

There are numerous ways to identify the best choice for RC in each region. You should have lists of possiblities from the initial contacts you've made in your area as well as throughout the state. In addition, use the following as possible sources:

* Recreation Departments.
* Individuals affiliated with your sponsor.
* State Women's Coaches Associations.
* State NAGWS Chapter.
* State High School Activities Association.
* State Extension Services.
* State Council of Governments.
* All Women's Groups.
* AIAW.
* Friends.

You will be looking for self-motivated people. You won't be offering fantastic monetary incentive, but if you find those dedicated to bettering sports for women, money will not be a factor anyway. Also keep in mind that those you want will not necessarily be professionally employed in the area of sports. There are a number of women who are very active in sports and who have done a great deal to get things going, who have careers outside the field.

As you plan your trip to each region, budget enough time to be able to get a slight feeling for the area and its resources and interests. By talking to as

many people as possible, you'll find that a couple of names keep coming up.

On page 37, you'll find job descriptions for the RCs. In addition, those you interview will want to know what kind of a time commitment you have in mind. We think that 3-5 hours per week will enable them to handle the tasks outlined.

Once you've selected a RC it is up to you to keep her supplied with all the information you can. Give her lists of all information that applies to her region -- media, people, programs, as well as any state-wide or national information that comes your way. You should communicate with all RCs monthly via an in-house newsletter. In this manner, you can let them know what has been accomplished, what needs to be done, what the other RCs are doing and what your future plans are.

On page 41, there is a sample press release announcing the appointment of a RC. You can either have each RC send this out within her area or you can send them out from the Central Office. We suggest the former as each RC will be able to present her credentials and/or interests more easily than you will. Also, this will give each RC something to do right away to get started.

As people vary, so will the RCs. Some will come up with ideas and projects far beyond your imagination; others will need a great deal of direction from the Central Office. Coping with the contingencies will be both the excitement and the problems of being on the staff.

We further suggest that you develop forms which enable RCs to submit sports participation information and information on resource people. It was our experience that without such forms (and even with them at times) information came in piecemeal.

For sports participation information, the following form (one sport per page) reproduced several times on a sheet is advised:

SPORT: _____

Name of group: Age groups:

Address: Phone:

Fees: (Indiv.) Times:
(Family) Season:

Contact: Address: Phone: (W)
(H)

Sponsor: League:

Facilities: Additional:

For information on key resource people, try using the form below. Make an attempt to get as many resource people as possible in each sport and related area. As your number of resources increases, you will be able to narrow the list down and identify the key people within each region.

RESOURCE PEOPLE

AREA OF EXPERTISE_____

Region	Name, Address, Phone	Notes (on qualifications, experience, public speaking etc.)

REGIONAL COORDINATOR POSTION GUIDE

The Regional Coordinator will be responsible for all activities of the GWSC within her/his region including, but not limited to:

1. Identifying sports participation opportunities for girls and women.
2. Serving as a resource for sports information to local residents.
3. Identifying key resource people in each sport offered within the region and in sports related areas such as Title IX, Affirmative Action, etc.
4. Meeting with as many individuals and groups as possible to discuss the goals and objectives of the GWSC.
5. Identifying those achieving good skill preformances in sports so that they may be encouraged in their endeavors and can act as role models for others.
6. Coordinating and communicating the efforts of all individuals working in the area of female sports
7. Serving as liaison to the local media.
8. Defining major concerns and needs of the region and working with residents to learn how to deal effectively with these issues.
9. Provide at least one article for the newsletter on a local project, issue or athlete, and information monthly on up-coming sports events.
10. Report in detail monthly to the central GWSC office on all efforts on behalf of the Commission.
11. Attend all GWSC sponsored events.

SAMPLE PRESS RELEASE

JANE DOE TO SERVE AS REGIONAL COORDINATOR FOR THE ----- GIRLS' AND WOMEN'S SPORTS COMMISSION

The ----- Girls' and Women's Sports Commission has appointed Jane Doe to serve as Regional Coordinator for ----, ---- and ---- counties. Ms. Doe's main responsibility will be to communicate and coordinate the efforts of individuals working within the area of girls' and women's sports on the local level. Within the region, she will also be compiling information on sports opportunities and resources, working to effect long-range planning and helping to raise the visibility of females achieving good skill performance in sports.

Ms. Doe has (pertinent credentials, activities, interests,etc.)

The ----- Girls' and Women's Sports Commission is funded through a grant to_____from_____.

The primary purpose of the GWSC is to improve communication among all sectors of the population in order to expand opportunities and to promote and encourage participation in sports for girls and women. Based on the premise that lasting change occurs on the local level, the GWSC has established a network of regional coordinators to assess the current sports climate and to promote better opportunity through coordinated community action.

For further information on the ----- Girls' and Women's Sports Commission, please contact Jane Doe at (address and phone).

CENTRAL LISTING SERVICE

This is a listing of all the sports participation opportunities available to girls and women in the state. It means those offered by the following:

Recreation Departments
Schools
Special Interest Sports Groups
Community Organizations
Churches

and it should include information on:

Leagues
Clinics
Workshops
Courses
Scholarships
How to become an official in any given sport
Sports related topics

This is an extremely difficult goal and while you should make every attempt to meet it, it is doubtful that in six months you will have found everything, let alone have it neatly organized.

Here are some suggestions for the Central Listing Service:

Contacts (where the information should come from): You may have numerous contacts already, or you may not. If you do, call them and start making notes of what is available on both statewide and regional bases. If you don't have contacts, get hold of the yellow pages and call all the entries under Recreation and under specific sports headings. Explain your program to each person and ask:

1. about their program - in detail
2. who they think you should contact
3. to be put on their mailing list
4. for information on up-coming events

Also contact the following:

State Women's Coaches Association

State Board of Education - since you are non-profit organization, they will probably let you have their directory free

State AIAW Chapter

State NAGWS Chapter

State Department of Parks and Outdoor Recreation

State Department of Higher Education - get a list of all the colleges (2 & 4 year) and universities

YWCA, YMCA, PAL, JEWISH COMMUNITY CENTER, ETC.

Organizing the information:

Develop a system early for organizing incoming information. If you don't, some of it will get lost. Overcome any temptation to keep information in your head - someone else may want to find it someday.

Our experience has shown the following to be the easiest system:

* Get a large 3-ring notebook and divide it by regions. Under each region you can begin to file sports participation opportunities alphabetically by sport. In this book limit the information to name, address and phone for each group.

* Make a file for each sport and for each Recreation Department or community organization. Keep all detailed information there.

* Xerox a form sheet for resource people and file one in the front of each sport or related area file. While the resource people should eventually be limited to key people, make note of everyone. Time will prove who the key ones are. Make note of their names, addresses, phones, special skills, whether they will do any public speaking, etc. and note what region they reside in. Attach additional information such as resumes to this sheet.

* Get two rolodexes or card files - use one for sports groups, the other for related services.

Promoting the information:

Read the Media Section carefully. In addition, your newsletter and the RCs will promote this service.

NEWSLETTER

The Newsletter can really be a lot of fun to put together and a relatively easy task if you establish a format early. We suggest that you plan on 6 pages printed back to back so the Newsletter covers three sheets of paper. Leave 1/3 of the last page for the mailer.

Because there should be some continuity from month to month, here are some sections you may want to include:

* DIRECTORS' LETTER
  Let the readers know what you've accomplished and what your plans are. Ask for their input. Thank them for their contributions. Even if these have been few and far between, it will urge others to contact you with information.

* FOCUS
  Write a short article on a female athlete in the state. Approach these as potential role models for the reader. For the first edition of the Newsletter, consider writing about an older woman who began her sports participation at middle age. This will encourage adult women who tend to think it is too late for them to take up a sport. As the months go by, be sure to focus on a variety of sports interests, age groups and women of different ethnic backgrounds. We would also suggest that you stay away from women that are getting good press. We don't for a minute want to suggest that they aren't interesting, but expand the spectrum by focusing on someone new. Not all the women you reach want to be Olympic contenders; most want to fit sports into their lives as they are.

* CALENDAR
  Present a chronological listing of the women's sports events in the state scheduled for the month. Urge the reader to participate or attend. Your RCs and the special interest sports groups will be key sources for this information, but you might want to also follow the listing with a form for input from the readers. As the section builds, you may want to include statewide events. A special section on regional activities can be developed and incorporated into the newsletter going to each region.

* BOOK REVIEWS
  Provide a short synopsis of two books each month. There are many books being published on women in sports. Some are excellent and others are not so good. You can report your own evaluations. The attached Bibliography (p.59) should get you started.

* REGIONAL COORDINATOR ARTICLES
  The job descriptions previously outlined for the Regional Coordinators include the responsibility of one Newsletter article for the first six months. If you have 15 RCs this will give you three articles for each newsletter. You may need to provide direction by suggesting a topic or you may need to actually write the article based on the information provided by the RC. Not everyone writes well. Make sure to check with each person in advance so that you end up with a good variety of topics.

* GWSC
  Publicize what you're planning and summarize what you've done.

* REMINDERS
  Use reminders as fillers. As the seasons change, remind the readers that it is time to sign up for particular sports. Have them contact their RC, the central GWSC office or their local Parks and Recreation Dept. Also include notices of conferences, clinics workshops, etc.

* REGIONAL COORDINATORS
  List the RCs, the areas they cover and how to get in touch with them.

* HOW TO ----
  How to become a volleyball official, buy skis, appreciate a rugby game, learn to fly - whatever. Ask an expert to write an article on a particular phase of her knowledge. This section might also appeal to the RCs.

* EQUIPMENT REVIEW
  Manufacturers are constantly introducing new equipment and they'll be glad to tell you all about it.

* EQUIPMENT SWAP
  You'll have to publicize this in advance in order to get the column going, but why not?

We run our newsletter off for 1.5¢ per sheet (one side), or 9¢ each 6-page issue. We've printed an average of 625 copies each month. We send the majority to the RCs for distribution within their regions, keeping enough to send to our Advisory Board, national groups and other contacts. With 1/3 of the last page left for a mailer, these can be addressed and stamped without an envelope.

You may devise a system where you want to handle all the mailings from the Central Office. Still, send some to the RCs so that they can distribute them.

OPEN PARTICIPATION EVENT

It is vital that you hold an open participation event during these first six months. It will be a tangible accomplishment on your part, will get you good press coverage and will put you in touch with many interested, active people. We urge that while you put the emphasis on women, you invite participation from both sexes.

Exactly what kind of an event you choose to hold will depend on the popular sports interests in your state. Whatever it is, it should satisfy the following points:

* Appeal to all ages with emphasis on the 15 to 50 group
* Be challenging without requiring excessive skill level
* Be controllable
* Not require expensive equipment unless you can find a way to provide the necessary equipment free of charge
* Take the better part of one day

Your objectives should be to:

* Focus on women's participation in sports within the state
* Provide as challenging and rewarding an experience for as many women as possible on a limited budget
* Get press coverage for the GWSC . . . and women

To give you an idea of what is involved, we will go over the planning for the CGWSC Pikes Peak Summit Climb held August 6, 1977.

The Rocky Mountains run right through the center of Colorado and there is a statewide interest in mountain sports, so we decided to hold a climb to the summit of Pikes Peak. Pikes Peak has many things to recommend it for this type of event:

It is the highest mountain in the state
It is centrally located
It does not involve any technical skills
It has a road running right to the top
It has a Summit House where the hikers can rest and a ceremony can be conducted.

We immediately decided to limit the event to 75 people both to protect the delicate tundra and to assure ourselves of a manageable group.

Climb Route

* We borrowed a topographical map from another group with a route marked out covering the last 3,000 feet to the summit.

* We made the climb ourselves to make sure it was what we wanted.

* We made appointments to talk to the authorities in whose jurisdiction the climb would be made. We told them what we had in mind, and asked for their permission and advice.

* We talked to the manager of the Pikes Peak Summit House to arrange for refreshments at our expense and to determine an area where the ceremony could be held.

FOCUS

We wanted to both celebrate women's participation in sports and to honor a particular woman. In reality, we hoped that this woman, whoever she was, would appeal to the press. A few hours of research at the public library turned up Julia Archibald Holmes, the first woman to climb Pikes Peak back in 1858. As a bonus, we discovered that she had written a number of letters expressing her reasons for wanting to make the climb, the opposition she faced from males and her feeling upon reaching the summit. As it turned out, the press liked Julia as much as we did, in fact, at times she overshadowed us.

We scheduled our climb as close to the anniversary of Ms. Holmes' climb as we could. We wrote copy for a Gubernatorial Proclamation (based on one we'd seen). Governor Lamm was kind enough to sign the proclamation declaring August 6th as Julia Archibald Holmes Day in Colorado. (Note that we managed to include CGWSC in the Proclamation.)

We knew we wanted to end the climb with a brief ceremony at the summit. We'd seen a small historical exhibit in the Pikes Peak Summit House and so we contacted the Director of the exhibit and asked if she would like to have an enlarged photo of Ms. Holmes. She said yes, and for a small fee, the public library was able to give us an 8 x 14 print, which we had matted along with the Governor's Proclamation.

We also wanted to have a living person on the climb who would draw press. We approached the highest elected female official in the state, Secretary of State, Mary Estill Buchanan. We could not have asked for a better person. She was extremely cooperative and enthusiastic, and she did draw press.

SAFETY

We admit that we were somewhat overcautious in this area, but it is better to be overcautious than not cautious enough. We don't believe that the hikers had any idea of the steps we took to insure their safe return.

We were planning to have a large percentage of beginning hikers and so we asked a number of advanced climbers to lead groups of 8-10 people.

We had absolute confidence in these women. Although we'd discussed all the details such as what steps to take in case of a thunder and lightening storm on the boulder field, a case of hypothermia or hyperventilation, we did restate all this in a letter (see the Team Leader Letter, p.50).

We also assigned one staff person the job of following the group in a car. The hikers crossed the road in a couple of places but did not hike on the road. The support car was to be there in case of accident, to supply extra water, or to let tired hikers quit.

GETTING THE WORD OUT

As we said, we wanted people to sign up rather than show up at the last minute. All the materials we sent out gave the details of the Climb minus the place and time. We asked those interested to contact our office for more details.

Flyers - We made 400 1/2-page flyers. They were distributed by the RCs and were included in the special invitations.

Press Releases - We had to send out two sets as we had not confirmed Ms. Buchanan's participation in time for the first release. Included with the release was a copy of the Gubernatorial Proclamation. The second, announcing the presentation by Ms. Buchanan, was accompanied by a cover letter inviting the press and giving them all the details including place and time.

As a result of the releases, we got a number of requests for media interviews, all of which we happily accepted.

Special Invitations - We sent special invitations to "Prominent" women and to women's groups. One of our goals was visibility for the CGWSC and while we were not sure how many participants we'd get this way, we did want to let the recipients know what we were doing. The response from both groups was good and encouraged us to see a correlation between career success and athletics. Some of the women's groups went so far as to send a special delegate.

We gave the climbers the option of starting above the first steep grade. A couple of women chose to do this. The support person met them at the top for coffee and then delivered them to the meeting place as the rest of the climbers approached.

10 days before the climb, we sent out letters to the Team Leaders and to the hikers restating all the details.

ADDITIONAL PLANS

* Photographers - We asked two women who had professional photography experience and who were interested in the climb to take pictures.

We provided the film and paid for the developing. One woman took slides, the other black and white shots.

T-Shirts - We should have liked to have provided T-shirts for all the climbers, but could not afford to. We ordered only enough for the staff, team leaders, photographers, and Ms. Buchanan.

Ceremony

There was about a 45-minute time period between the time the first and last climbers reached the summit. We all met in the Summit House for coffee and donuts. When everyone had had a chance to rest, we moved outside for the ceremony. The staff thanked the climbers and congratulated them. Ms. Buchanan presented the photograph and Proclamation to a female ranger who had joined us for the climb. The group then spontaneously sang America the Beautiful, which was written by Katharine Lee Bates after her visit to the summit of Pikes Peak.

Summary

The climb was planned over a period of two months at a total cost of $400. Over 70 people signed up to participate, however, it had rained continuously for two days preceding the event. Final participation figures were a total of 45 people comprised of 40 women and 5 men. We believe that the event was a great success in meeting the original objectives in sponsoring the climb. The participants were so enthusiastic about their experience that they wanted to climb a different peak next year.

COLORADO GIRLS' AND WOMEN'S SPORTS COMMISSION

State Services Building
1525 Sherman St., Rm. 600C
Denver, Colorado 80203
Phone: (303) 892-3679

July 21, 1977

Dear Team Leader:

Thank you for offering your services as a Team Leader for the August 6th CGWSC Pikes Peak Summit Climb. We're very lucky to find people as experienced as you who are willing to shepherd beginning hikers up a mountain.

Enclosed with this you'll find the letter that has been sent to all the hikers telling them where to meet, what to bring, etc. We will be hiking close to the road, which is well patrolled by the Pikes Peak Toll Road Police. They will be on the lookout for us and will help us in any emergency. We will also have a physician with us and many people well versed in Red Cross emergency techniques. The likelihood of sickness or accident is slim, but we've taken all the necessary precautions anyway.

We'd like to review a few fundamentals with you. Many of our hikers are beginners and will need some supervision from you. While we don't want you to over-react, we do want you to be aware of the possible dangers of hiking at 14,000 feet. We know that all of you are experienced mountain people, so please regard this list as precautionary.

1) HIGH ALTITUDE SICKNESS: Strange things can happen to the body at high altitudes - the higher the altitude, the stranger the symptoms. The major symptoms of high altitude sickness are:

a. queasy stomach
b. vomiting
c. diarrhea
d. drowsiness
e. headache
f. loss of appetite
g. irritability
h. lack of mental alertness
i. chills

The treatment is to rest and take aspirin. Do not allow the victim to smoke. After she is feeling better, slow the pace. High altitude sickness occurs when altitude is gained too fast.

There are major serious symptoms which sometimes occur over 10,000 feet. If any of these occur, get your hiker off the mountain. Take her down, not up. Make sure she gets immediate medical attention. Stay with her.

Danger signs:
a. unusual fatigue (to the point of collapse)
b. shortness of breath
c. racking cough
d. bubbling sound in the chest
e. bloody sputum

If a combination of these danger signs occurs, the victim must be removed to Colorado Springs for medical help immediately. These symptoms signal serious danger to the hiker.

2) HYPOTHERMIA: Hypothermia is loss of body heat. A hypothermia victim exhibiting symptoms may have a core body heat of only 85 degrees. Hypothermia occurs most commonly at temperatures of 40 to 50 degrees, with even a moderate windchill factor. If a hiker has been perspiring heavily or if it rains, the hypothermia danger becomes a very real concern. If it is raining or blowing hard and cold, make the hikers cover their bare skin, even if they say they aren't cold. The last part of our hike is exposed, and you should be particularly alert for the following symptoms on the boulder field.

Symptoms:
a. incoherent, slurred speech
b. violent fits of shivering
c. fumbling hands, stumbling gait
d. drowsiness
e. exhaustion
f. shallow breathing

Treatment: Get your hiker warm and dry and rested. Have her eat something high in carbohydrates and drink some water. Assess the situation. If you think that you have a real case of hypothermia, get your climber into a car and up to the Summit House. If you are truly concerned, you may have to disregard your hiker's insistence that she is fine. Hypothermia, because of the mental disorientation it causes, tends to make the victim feel that she can do anything.

Once again, the best treatment is prevention. If the pace you set is appropriate for your hikers and if you encourage them to eat and drink at all rest stops, you won't have a tired, sweaty person on your hands.

We'd like to stress once again that you shouldn't over-react. You all have enough experience to judge the difference between a tired hiker and one in trouble. Our route keeps us close to the road and in close proximity to help. Your job is to make sure everyone has a good, safe time.

3) BLISTERS: Encourage your group members to come to you as soon as they develop a tender spot on their feet. A bandaid or piece of moleskin applied early may prevent a nasty blister later on.

4) LIGHTNING: Pikes Peak is noted for its afternoon thunderstorms. We should be all safely on the summit before the danger period, but we'd like to review some precautions just in case.

If you are on the boulder field when an unexpected thunderstorm hits, get your climbers as low to the ground as possible. Lightning, if it strikes, will hit the most prominent feature in the area, and we don't want that to be a hiker. If in your assessment there's time to get to the top, move your group as quickly as you can off the boulder field and into the building on the summit. If the weather is deteriorating badly at the base of the field, take your climbers up the road instead. You can figure anywhere from 30 to 40 minutes to cover the boulder field.

5) SUGAR SHOCK: Because the body burns its carbohydrate supplies quickly with strenuous exercise at high altitudes, you should discourage your hikers from ingesting high sugar content foods immediately upon reaching the summit. They should not guzzle soda or gobble candy bars. The result of too much sugar ingestion too quickly could be nausea and vomiting.

6) EXTRA SUPPLIES: We are asking the Team Leaders to bring extra water, a first aid kit (containing bandaids, moleskin, aspirin, ace bandages, adhesive tape and smelling salts or spirits of ammonia), an extra pair of tennis shoes and an extra wind shirt or sweater. We will of course reimburse you for any of your own supplies which you use on the climb. We are asking each hiker to bring her own equipment, but there's bound to be a few who don't comply. Also, the less weight an inexperienced hiker carries, the better.

That's about it. If you have any questions, please call us at 892-3679. We are looking forward to seeing you at Glen Cove at 7am so we can get to know each other and review procedures.

Anne Handley

Judith Bird

COLORADO GIRLS' AND WOMEN'S SPORTS COMMISSION

State Services Building
1525 Sherman St., Rm. 600C
Denver, Colorado 80203
Phone: (303) 892-3679

July 21, 1977

Dear Hiker:

Thank you for your interest in the Colorado Girls' and Women's Sports Commission's Pikes Peak Summit Climb. We are looking forward to meeting you and enjoying the mountain experience together.

We'd like to go over a few precautionary things and fill you in on times and places. If you have any questions after reading this letter, please call us at 892-3679.

ROUTE: Our route, up the last 3,000 feet of the mountain is steep and direct, but not technical. We will cross the road several times and stop for two long rests. At these stops, we will assess how we are all feeling and spend some time getting acquainted. For those of you who feel that your conditioning may not be adequate for the entire climb, we'd like to suggest an alternate route which will eliminate a half mile and 1200 feet in elevation gain. This group will start at Devil's Playground and join the main group at the lunch stop. In this way we'll all be able to reach the summit together. If you'd like to take the shorter route, please contact us at once.

MEETING PLACE: Glen Cove, 7:30 a.m. sharp - for both groups. From I-25 take the Manitou Springs exit to Highway 24. Follow Highway 24 to the Pikes Peak Road (North Pole entrance). Take the Pikes Peak Road through the small town of Cascade and turn left. Proceed up the road (12 or 13 miles) to Glen Cove. Glen Cove includes a restaurant, check station and a parking lot. Park at the lot on the right side of the road. The route to Glen Cove is clearly marked and will take about 1 1/4 hours from downtown Colorado Springs.

EQUIPMENT:

On your body:

Hiking boots (Tennis shoes are acceptable and preferable to a new pair of boots - however, if you wear tennies, make sure they are large enough to accommodate a thick pair of socks.)
One pair of heavy socks
One pair of light socks (to be worn under the heavy pair)
T-shirt or short sleeved bouse
Long sleeved shirt or blouse
Sun hat or visor and sunglasses (Eye protection is very important at high altitudes because of the increased intensity of the sun.)

In your pack:

Waterproof wind breaker or poncho (a plastic poncho can be purchased on for less than $2 at most sporting goods stores)
Wool sweater or shirt
Sunscreen and lip balm (If you are particularly fair, you might invest in a tube of zinc oxide)
One pair of pants (short or long - depends what you are wearing)
Camera (if desired)
Aspirin
Moleskin for blisters (get it at the drug store)
Toilet paper or Wash n' Dri's
Plastic bag (to carry waste paper, etc. in)

Food in pack:

Lunch
Munchies (Try the mountaineer's solution - Gorp: simply mix raisins, chocolate chips or M&M's, nuts, sunflower seeds, coconut or sesame seeds in a plastic baggie. Delicious and full of the carbohydrates and salt your body will need to replenish itself)
Fruit, the juicier the better. Oranges are great because they don't mash in your pack
Canteen or water bottle filled with water. (There is no water source on the climb route - one of our people will meet us at the rest stops with water to replenish our bottles)

MONEY: There will be a $2 per person toll road fee. Each hiker will be responsible for paying her own toll. Food is available at the Summit House. The CGWSC will supply hot drinks and donuts to the climbers, but anything heavier will be your own responsibility.

FESTIVITIES: We will have a ceremony at the top of the mountain to honor Julia Archibald Holmes and to celebrate our climb and women in athletics. Secretary of State Mary Estill Buchanan will make a presentation to the Park Service of a photo of Ms. Holmes and a gubernatorial proclamation for inclusion in their historical exhibit in the Summit House.

GETTING DOWN THE MOUNTAIN: We will need cars at the top of the mountain to ferry down tired climbers. If you would be willing to come a little early and drive your car to the top, we'll have someone to take you back to the start of the route. If you are willing, please call us at 892-3679 as soon as possible.

REGISTRATION: We will be on hand at the Glen Cove parking lot with the pre-registration lists. You'll recognize us by our T-shirts. Please check in with a climb official so you can be assigned to a team. We'll be hiking in groups of 7 or 8, each with an experienced mountain woman.

TEAM LEADERS: You will be directly responsible to your team leader. She will be on the lookout for physical or weather problems. She is the BOSS -- if she tells you to do something, please respect her experience and follow her instructions. We have carefully chosen people who can help you enjoy your mountain experience. If you're having difficulty of any kind, tell her. Don't be shy -- we want this to be a safe and exciting experience for all of you.

CARPOOLING: If you are travelling alone, and would like to carpool, call us. We'll try to put you in contact with other people along your route who need a ride or want to share expenses.

That's about it -- we're looking forward to the climb and to meeting all of you. If you have any questions, please call us at 892-3679.

Anne Handley

Judith Bird

State of Colorado

EXECUTIVE CHAMBERS

DENVER

RICHARD D. LAMM
Governor

EXECUTIVE ORDER
PROCLAMATION
JULIA ARCHIBALD HOLMES DAY
August 6, 1977

WHEREAS, Julia Archibald Holmes in August of 1858, despite the discouragement of all around her, was the first woman to climb Pike's Peak; and

WHEREAS, Julia Archibald Holmes exemplifies the pioneering spirit of Colorado women in that she crossed the plains of Kansas and Eastern Colorado on foot with the historic Lawrence party, searching for the riches of the Pike's Peak area; and

WHEREAS, Julia Archibald Holmes immortalized her courageous climb in these beautiful words to her mother, to wit:

> I have accomplished the task which I marked out for myself, and now I feel amply repaid for all my toil and fatigue. Nearly everyone tried to discourage me and now, here I am, and I feel that I would not have missed this glorious sight for any thing at all. In all probability, I am the first woman who has ever stood upon the summit of this mountain and gazed upon the wondrous scene which my eyes now behold.

WHEREAS, these words so perfectly express the wonder which our majestic mountains fill those who are privileged to experience their grandeur; and

WHEREAS, the Colorado Girls' and Women's Sports Commission, with women representing all facets of Colorado life, has set aside August 6, 1977, to climb Pike's Peak in tribute to Julia Archibald Holmes and her contribution to the history of our State;

NOW, THEREFORE, I, Richard D. Lamm, Governor of the State of Colorado, do hereby proclaim the day of August 6, 1977, as

JULIA ARCHIBALD HOLMES DAY

in the State of Colorado.

GIVEN under my hand and the Executive Seal of the State of Colorado, this twenty-third day of June, A.D., 1977.

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Richard D. Lamm

WORKSHOPS AND SPEAKERS BUREAU

Workshops will be an excellent resource for you to offer. Not only can they be presented to organizational groups, but the chances are that there will be a women's conference somewhere in the state during your first six months of operation.

If you have these prepared they can be presented without much notice by the staff, regional coordinators or a combination of both. Type up a list of the workshops and speakers you can provide and send it to various sports and/or women's groups. Also print the list in your newsletter.

Here briefly outlined are three workshops that the CGWSC has presented. You may want to use them as they are, add to them or design your own. If you know of people who can present good workshops on particular sports or sports related issues, you should certainly try to incorporate them into your program.

1. SPORTS EQUITY FOR GIRLS AND WOMEN

   This workshop should explain Title IX from all angles. Most people still don't understand the law or know how it is being interpreted in the courts. The GWSC should chair a panel comprised of a representative of the HEW Office of Civil Rights and Affirmative Action Officers from elementary, secondary and/or higher education. (Note: The CGWSC will soon be publishing a pamphlet on Title IX for the lay person and would be glad to provide a limited number of copies.)

2. SEX-ROLE STEREOTYPING IN GIRLS' AND WOMEN'S SPORTS

   None of us has totally eliminated sex-role stereotyping from her own views. We are confronted daily with stereotypes - some we unconsciously accept, some we violently reject. This workshop should be an open participation discussion regarding identifying negative stereotypes and methods for combatting them. An effective way to open the workshop is with a short slide presentation on female sports. (The Women's Sports Foundation has one currently available and the CGWSC will shortly have one - either can be borrowed or purchased). The moderator should relate some of her own experiences to get the discussion going and then ask the audience to discuss theirs. Can they define the negative images of women in sports? Can they define the basis for these? What are the most effective ways of dealing with them? Once the discussion begins, you will wish you had more time than the workshop allows.

3. EXPLORING YOUR SPORTS POTENTIAL

   We originally called this "Have You Explored Your Sports Potential," but found that potential participants were intimidated by the title. Some were overheard to mumble something about knowing that they hadn't as they looked for another workshop to attend.

   This is the place t ow the audience with the realities.

   We used a series of graphic demonstrations and st tics to attack the stereotypes that keep so many women from achi ng their sports

potential and to sell the idea of active athletic participation for all women.

It's a good idea to include as speakers a local sports role model, a woman from the community who has achieved visible expertise and a local expert on facilities and opportunities such as a parks and recreation director or coach.

Once again, be sure to allow for plenty of audience feedback. You will be surprised how much you can learn about a community and its sports related problems through careful listening.

EVALUATION

Evaluation is something you do for yourself. Too often this process is considered a necessary evil, is left for the last minute and becomes an awesome task. While you may not have time for an extensive evaluation, documentation is essential for yourselves, your sponsor and your funding source.

You should begin your evaluation right away and consider it an ongoing project. It is only by collecting information, documenting your progress and continually comparing your accomplishments to your objectives that corrections and changes can be made during the grant period. We want to stress that there will be weaknesses within the GWSC and that only by dealing honestly with them can you hope to strenghten those areas that need it. You will find your sponsor more receptive to adjustments in the budget or time frame if you can give evidence of need. New funding sources will be more interested in your project if you can clearly document what you have done and what impact your efforts have had.

It is not possible to give detailed information in this Guide on how to do an evaluation, but a few suggestions might be helpful:

* If you can, get professional assistance.
* Look at your objectives and determine how each one might be measured.
* Determine at the beginning what information needs to be collected.
* At year's end ask yourselves simple questions - Have we done what we said we were going to do? Has each project had the impact we anticipated? If not, why not? Your honesty will reflect well on you and will help others in the future.

REPORTS

Both your sponsor and your funding source will expect formal written reports on a periodic basis and each will advise you as to their specific requirements for content and form. If you keep your records continuously up to date, these reports should be relatively easy to complete. Be careful not to let the administrative aspects of running a GWSC overpower the tasks and projects designed to meet your objectives.

MONTHLY REPORTS

We've mentioned before that your sponsor will want to be kept apprised of your progress and will probably want to receive monthly reports. These should be short and to the point, outlining:

* What you've done during the month
* Where the GWSC stands in relation to its initial timetable
* Areas of success and weakness
* Budgetary summary (optional)

MID-TERM REPORTS

Your funding source will undoubtably require a Mid-Term Report and will let you know what it is expected to contain. Go back to your proposal and look at your time schedules. Report where you stand in relation to these and account for any unforeseen circumstances. Don't be afraid to identify problems. Recognition of problems at this stage could help you make corrections, redefine your direction (if necessary) and improve your long-range impact.

FINAL REPORTS

If you have set up your evaluating procedures and followed them from the very beginning this should not be a difficult task. We can't emphasize this enough. Also, there may be some very specific requirements for the final report and knowing what they are could save you a great deal of time.

A few things to keep in mind:

* Allow more time than you think will be necessary for writing the final report. There are always unexpected demands at the end of the grant period.
* Be sure to give an honest appraisal. Stress your successes, but identify your weaknesses as well. This builds credibility.
* Be concise. No one likes or reads lengthy reports.

BIBLIOGRAPHY

The following books, magazines, etc. will be of great help to you. This is not to be considered a complete list of all the worthwhile materials, but one that will help get you going.

Where prices are listed, they are the prices current at the time this guide was prepared and are subject to change.

BOOKS

1. Administration of Athletics in Colleges and Universities, AAPHER Publications, 1201 16th St., NW, Washington, D.C. 20036. $8.00

2. AIAW Directory, AAPHER Publications, $3.50

3. The American Woman in Sport, Addison Wesley Publishing, Inc., Reading, MA. 01867 $8.95

4. The Development of Human Values through Sports, AAPHER Publications, $4.95

5. The Female Athlete; Conditioning, Competition, and Culture, CV Mosby Company, 3301 Washington Blvd., St. Louis, MO 63101 $8.25

6. NAGWS Research Report II, AAPHER Publications, $3.75

7. Planning Facilities for Athletics, Physical Education and Recreation, AAPHER Publications, $12.50

8. Sport and the Body; A Philosophical Symposium, edited by Ellen Gerber

9. TITLE IX Packet, U.S. Department of HEW, Washington, D.C.

10. WEAL Sports Kit, WEAL, 733 15th Street, NW, Suite 200, Washington, D.C. 20005 $4.00

11. Webster's Sports Dictionary, G & C Merriam Company, Springfield, MA, $8.95

12. Women and Sport, a National Research Conference, Office of Continuing Education, Pennsylvania State University, University Park, PA 16802 $5.00

13. Women's Athletics: Coping with Controversy, AAPHER Publications, $3.25

MAGAZINES

1. womenSports Magazine, Box 4964, Des Moines, Iowa, 50340
   $8.95/yr

2. Local or state sports newspapers or magazines

ARTICLES

SPORTS ILLUSTRATED: Volume 38, page 60, June 11, 1973
SPORTS ILLUSTRATED: Volume 38, page 88, May 28, 1973
SPORTS ILLUSTRATED: Volume 38, page 44, June 4, 1973

TODAY'S HEALTH: Volume 53, page 44, September, 1975

SCIENCE DIGEST: Volume 80, page 8, November, 1976

ADDITIONAL MATERIALS

Women's Sports Foundation Slide cassette show, women's sports foundation, 1660 So. Amphlett Blvd., Suite 266, San Matteo, CA 94402

The CGWSC Slide/cassette show, CGWSC, c/o Colorado Commission on Women, 1525 Sherman St., Room 600C, Denver, CO 80203

The CGWSC Title IX Pamphlet

The CGWSC Colorado Resource Guide